

# Tackle your local government challenges

## Five steps to positive change

Few people would disagree – local government organisations are facing the biggest challenges in their history.

Cuts to budgets are coming through on an unprecedented scale. Despite this, public expectations of the way services are delivered are rising all the time. No wonder when more and more of us want to be able to interact and transact with our local authority online.

But there is also a good deal of optimism and positivity around. And with good reason.

Many councils are already laying down plans to fundamentally change the way they work. We're hearing from more local government leaders who want to extend flexible working.

They're looking to share locations and infrastructure – both with other councils and services.

The motivation is to address major cost cutting goals – such as the need to spend less money on offices – and to give staff more time to work on improving citizen outcomes.

The big task for local government organisations is to find and implement these innovative ways to deliver new efficiencies. While at the same time, boost productivity in ways that will radically improve the way services are delivered to the public.

In this how-to guide, we suggest practical ways you can tackle these challenges and move forward.



### Key local government challenges

Work with significantly **lower budgets**

**Meet rising public expectations** of service delivery

Enable more flexible working to **unlock new efficiencies**

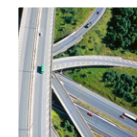
“We’re working differently, we have started to adopt much more flexible work styles, we’re looking at getting a better balance of home and work and providing the tools to be able to do that.”

Linda Robertson, Programme Manager for Mobile and Flexible Working, Fife Council.



There is no simple solution to the challenges local authorities face today – but there are five broad areas you can focus on that will help you build solid foundations for your future strategy.

1	<b>Reduce money you spend on offices</b>	If you're a local authority leader you probably have many buildings to maintain and <b>a huge property overhead</b> . Flexible working can significantly <b>reduce your need for fixed office and desk space</b> . We recommend a profiling programme that enables you to work out what your people do in a day to deliver a great experience for citizens. And based on that, who really needs access to an office and when. This information will enable you to rationalise your property estate significantly.
2	<b>Make sure you manage the cultural shift</b>	When improving services for citizens, we also need to <b>think about the impact on employees</b> . Think how your people work today, how efficient new processes might change that, and how you will re-evaluate and measure their roles in a new, more citizen-focused world. The long-term aim should be to <b>move performance metrics away from traditional factors like attendance and focus them more on outcome</b> .
3	<b>Simplify processes and spend more time on service delivery</b>	Try to focus on <b>removing inefficient paper based processes</b> . Your teams will be able to spend less time on admin and more time on citizen-facing activity. For staff working in the field, this means seeing more people a day. For office based staff, it means <b>more time to focus on activities and policies that have a direct influence on citizen outcomes</b> .
4	<b>Improve citizen engagement</b>	How does your community want to engage with you? Some prefer the immediacy of face-to-face, while others are gradually moving to Facebook or Twitter. If the overall citizen experience is to improve, <b>better interaction via new processes is key</b> . You can make an improvement with a relatively simple implementation of <b>new feedback mechanisms</b> – through mobile data collection in the field, or by improving communication via social media channels in your contact centre.
5	<b>Boost productivity, reduce costs through flexible working</b>	One sure way to boost productivity is to <b>free up staff from unnecessary admin and travel</b> . Our experience shows that enabling field based staff to work more flexibly – giving them access to your office based systems and records while they're on the move – can <b>save multiple hours per staff member day</b> . Consider how you can use flexible working to reduce travel costs and carbon emissions.



## Want to find out more?

Watch our Public Perspectives **video series featured on our Guardian Partner Zone** where **public sector leaders** talk about their biggest challenges and **our experts** give insight into shaping future services. To see our videos and for more information search for: **Vodafone Partner Zone**

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Aerial photography by Jason Hawkes.  
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